



**Program Director, Teaching and Human Capital Management  
Program Director, New Designs and K-12 Pathways in Urban Education  
Carnegie Corporation of New York  
New York, NY**

Carnegie Corporation of New York invites applications and nominations for the positions of Program Director, Teaching and Human Capital Management and Program Director, New Designs and K-12 Pathways in Urban Education. The Program Directors will report to LaVerne Srinivasan, Vice President, National Program and Program Director, Education, and will both be key contributors to the Corporation's education strategy and initiatives.

The Program Director of Teaching and Human Capital Management will oversee the Corporation's grantmaking and non-grantmaking activities in human capital and talent development with the goal of increasing the number of outstanding teachers and school leaders in the United States. She or he will continue to build on the program's strong track record of supporting high-quality, high-performing organizations and seeding new organizations that bring a fresh approach to the field. The successful candidate will have a nuanced understanding of the education reform landscape and, in particular, of the systemic human capital challenges currently facing the country's public school systems.

The Program Director of New Designs and K-12 Pathways in Urban Education will oversee the Corporation's grantmaking and non-grantmaking activities in new school designs with the ultimate goal of growing the number and impact of innovative school models in the United States. The successful candidate will bring deep expertise in school design and will demonstrate an appreciation for the interconnectedness of innovative designs and new approaches in teaching and learning and educational technology.

For both roles, candidates should bring a deep network of colleagues in their respective field and a national reputation for their work in talent development or new school designs. She or he should be innovative and collaborative; a well-known leader with a strong commitment to excellence and equity in American education, a forward-looking vision for improving systems and structures in America's schools, and a proven record of thinking creatively about how to do so. Familiarity with STEM education and/or a broad strategic understanding of the many ways educational technology can impact teaching and learning is desirable. The successful candidates will have at least ten years of senior-level experience working in education, philanthropy, non-profit leadership, public policy, and/or government. A terminal degree in a relevant field is preferred.

The executive search firm Isaacson, Miller is assisting Carnegie Corporation with these important searches. All inquiries, nominations, and applications should be directed in confidence to the search consultants as indicated at the end of this document.

## **CARNEGIE CORPORATION OF NEW YORK**

Carnegie Corporation of New York is among the oldest and most influential foundations in America. It was founded in 1911 by Andrew Carnegie, who envisioned a foundation that would, as its mission affirms, “promote the advancement and diffusion of knowledge and understanding.” The Corporation demonstrates its commitment to this mission by supporting programs and initiatives that address current issues in education, international peace, and the health of the nation’s democracy and by supporting organizations that draw strength from and demonstrate impact through cutting-edge strategies, innovative ideas, and deep knowledge and scholarship.

Through over one hundred years of grantmaking, the Corporation has applied what Andrew Carnegie called the principles of “scientific philanthropy,” or investing in the long-term progress of our society, to changing times while always working in harmony with the historical mission and legacy of the Foundation. Through its activities, the Corporation has had a great impact on the information and knowledge available to citizens and governments alike. Its work, and that of its grantees, has exerted a substantial influence on public discourse and policy.

### **The National Program**

Carnegie Corporation of New York’s National Program is designed to promote and preserve a vibrant American democracy and to advance knowledge and understanding by expanding educational opportunity and renewing democratic institutions through civic participation and integration. The National Program includes two distinct programmatic areas: (1) *Education Program* and (2) *Democracy and Civic Integration Program*.

Through the *Democracy and Civic Integration Program*, the Corporation endeavors to increase integration of immigrants in the polity through opportunities for citizenship and civic engagement; increase tolerance through education about new and growing immigrant cultures; broaden understanding of democratic institutions and pluralism; and strengthen education to prepare young people to live in a complex society and contribute to a vibrant democracy in the United States.

The work of the *Education Program* seeks to expand opportunity for American students through systemic improvement of our K-12 educational system. Stronger schools, the Corporation believes, will enable many more students to develop the creative, scientific, and technical skills and knowledge needed to thrive in our global economy and democratic society.

### **Current Work in the Education Program**

Carnegie Corporation has long been a thought leader in the education reform community, and its legacy as a pioneer and innovator continues today. The three levers of change that underpin the education strategy are (1) fewer, clearer and higher standards, (2) strategic management of human capital, and (3) new designs for schools. This framework and education strategy, rooted in the Corporation’s 2007 *Opportunity Equation* report, continue to gain wide currency and acceptance among government entities, the private sector, nonprofits, and universities working to make systemic changes in education.

The Education Program's work around Standards and Assessment focuses on the continued implementation of the Common Core State Standards, which have been adopted by 45 states and the District of Columbia, as well as on the development of Next Generation Science Standards, which have been adopted by 12 states and the District of Columbia. The New Designs program area seeks to seed and capitalize on innovative designs that use people, time, money, and technology differently in education. The portfolio includes a variety of promising new school models, including many that emphasize using technology and other innovations to provide more personalized and effective instruction in secondary schools.

### **Education Program Strategy Review**

The Corporation's Education Program believes the time is right for a fresh and comprehensive look at its strategy in K-12 and higher education. They are engaging an analytic partner to guide and facilitate an intense and wide-ranging review process over the next few months, to include a selective scan of the current education landscape, an assessment of the strengths and opportunities of the current education portfolio, and the development of potential new directions and action steps. The engagement with the analytic partner will include exploring how the Education Program might position itself to be more systematic and intentional about identifying breakthrough opportunities to move the field and more effective in capitalizing on those opportunities, in part through greater attention to intended outcomes and a more strategic use of communications and other efforts to advance learning and build public will.

### **Human Capital Portfolio and Strategy**

The Corporation's current strategy for teaching and human capital management aims to strengthen the systems and structures used for talent development in public education; to reform public schools by getting effective teachers and principals into high-need schools and supporting them to be successful with a focus on improving how teachers and school leaders are recruited, prepared, and supported. The Corporation focuses its funding strategy on long-term commitments as well as building up the number, quality, and reach of innovative organizations across the human-capital spectrum able to respond to the increased demand represented by higher standards and educational equity. The national portfolio in the teaching and human capital management program area aims to achieve positive outcomes, advance learning in the field, and shift attitudes and behaviors through four priority activities:

- Recruiting and preparing excellent teachers and principals;
- Fostering the use of student learning data, research-based learning, effective teaching practices, and innovation to develop teachers and principals throughout their careers;
- Creating talent management systems that identify and incentivize top performance and ensure that the highest-need students and classrooms have the teachers and principals best equipped to help them; and
- Cultivating new opportunities to advance systemic change.

The grants emphasize work that advances the use of new technologies and innovations in teaching and learning; amplifies or scales other efforts in the field; and focuses on science, technology, engineering, and math (STEM) fields.

Carnegie Corporation has always taken a strategic and innovative approach to its work, encouraging staff across the Foundation to think creatively and collaboratively about how best to effect change and make a positive impact in the field. One example of an innovative initiative in the human capital portfolio is 100Kin10. In 2011, building off of the momentum of *The Opportunity Equation*, Carnegie Corporation and the Institute for Advanced Study (IAS) launched 100Kin10, an ambitious undertaking created to address the need for a new kind of network that could foster continuous learning and collaboration and enable, empower, and inspire individual organizations to accept the challenge of providing America's classrooms with 100,000 excellent STEM teachers by 2021.

Today, 100Kin10 is a network of over 150 partner organizations – from federal agencies to states, museums to corporations, universities to school districts, non-profits to foundations – still committed to the shared goal of reinvigorating STEM education in the United States. In collaboration with its partner organizations, 100Kin10 strives to increase the supply of great STEM teachers by recruiting and preparing more of them better; to retain great STEM teachers by transforming how they are hired, supported, and developed, so that they continue to improve and inspire more students; and to advance the goal of the 100Kin10 network by changing policy, telling the story, and funding the work over the long haul.

In the beginning, 100Kin10 was managed by a small team of Carnegie Corporation and IAS/Opportunity Equation staff members. But as of January 2014, with funding from Carnegie Corporation and the S.D. Bechtel, Jr. Foundation, 100Kin10 became an independent non-profit organization incubated at the National Center for Civic Innovation. Today it continues its crucial work of improving STEM teaching and learning in America's schools, and the Corporation remains a key founding member and investor.

For FY2014 (ending September 30, 2014), the Corporation's Education Program approved approximately 80 grants totaling \$45-\$50M. Each year, the Teaching and Human Capital Management portfolio distributes around \$12-\$15M annually. The average grant for the Teaching and Human Capital Management portfolio is \$500K, with the dollar amount ranging from \$50K to \$2M. Grants are awarded on average for 18 months to two years and some discretionary grants are 3-6 months long. Grants are reviewed and vetted quarterly by the Corporation's executive team.

In addition to the distribution of grantmaking dollars, the Foundation leads convenings and capacity building efforts.

### **New Designs Portfolio and Strategy**

The Corporation's current strategy in the New Designs and K-12 Pathways portfolio aims to stimulate the supply of innovative school models and to help create the system conditions needed to support and sustain those models. The Corporation focuses its funding strategy on long-term commitments as well as building up the number, quality, and reach of innovative organizations across the system that are able to respond to the increased demand represented by higher standards. The Corporation and its grantees have sought to advance four objectives in this portfolio that would strengthen the quality of schools in the United States, and as a result, help to bring about transformative change in the American public education system:

- Generate innovative designs capable of providing personalized learning experiences for all students;
- Increase the reach of nonprofits capable of delivering innovative designs for learning and the success of all students;
- Build capacity to support innovative approaches to accelerate learning; and
- Increase awareness, understanding, and support of innovative designs for education systems.

The New Designs portfolio focuses on increasing the number and quality of innovative school designs in both charter school networks and school districts. Core grantees in the charter area include the Charter School Growth Fund, which develops, cultivates, and scales promising, personalized charter school models across the country and provides essential knowledge for the field. The Corporation also directly funds charter management organizations like Summit Public Schools, a leading mastery-based secondary school network, to help continuously improve their models and surface lessons for the field. Nonprofits like New Classrooms and CFY, both of which implement new models primarily in district contexts, are also funded to develop the supply of innovative school models and new approaches to model development.

To increase the supply of high quality school options, school districts must become more effective not only in designing new schools but in managing a wide range of functions, including human capital, accountability and school improvement, funding, enrollment, and technology. Without these improved functions, new schools are not likely to have sustained impact within education systems. Increasing the capacity of districts to engage in the improvement and alignment of schools is a crucial part of the New Designs portfolio. Grantees like Education Resource Strategies and the Center for Reinventing Public Education work with systems across the country to implement new models for supporting schools.

In addition, the Corporation's Opportunity by Design initiative, a core element of the portfolio, represents a concentration of effort through which the Corporation is supporting urban districts as they carefully design and implement new secondary schools. The initiative follows the 2013 *Opportunity by Design* challenge paper, which called for new school models as a necessary response to the challenge of implementing the Common Core in high schools, particularly for underprepared students who must recuperate and accelerate their learning in order to graduate with the skills they need for success in college and career. The initiative challenges districts and networks to engage in the comprehensive design and support of high-performing, innovative secondary schools that serve all students, even those who are entering high school with significant skill and knowledge gaps. Each new school is developed locally, consistent with a set of design principles that were distilled from extensive research of best practices and emerging ones, such as competency-based progression, which have not yet been implemented at scale. The schools designed through the initiative will serve as "proof points" for the type of transformation the education system so urgently needs to improve graduation rates and student readiness for postsecondary education.

In the Opportunity by Design initiative, the Corporation supports Springpoint: Partners in School Design to provide structure and intensive support to our district and network grantees. The organizations that have been funded to develop new models through Opportunity by Design include: Cleveland Metropolitan School District, the School District of Philadelphia, Urban Assembly (in partnership with the New York City Department of Education), Denver Public

Schools, Providence Public School District, and Internationals Network for Public Schools (in partnership with Prince George's County Public Schools).

For FY2014 (ending September 30, 2014), the Corporation's Education Program approved approximately 80 grants totaling \$45-\$50M. Each year, the New Designs portfolio distributes around \$18-\$23M annually. Grants are awarded on average for 18 months to two years and some discretionary grants are 3-6 months long. Grants are reviewed and vetted quarterly by the Corporation's executive team.

In addition to the distribution of grantmaking dollars, the Foundation leads convenings and capacity building efforts.

## **THE POSITION**

The Program Director, Teaching and Human Capital Management and the Program Director, New Designs and K-12 Pathways in Urban Education will report to LaVerne Srinivasan, Vice President, National Program and Program Director, Education. The positions represent an exciting opportunity for a seasoned leader with a passionate commitment to affecting large-scale change in the educational outcomes of children across the United States. The Program Directors must continue to support the reach and sustainability of innovations that the Education Program has seeded in teaching and human capital and new school designs through work with a select group of high-performing core grantees and through identifying new promising grantees.

In addition, both Program Directors will be important members of the Education Program senior team and will collaborate with the Vice President of National Program and Program Director, Education and the rest of the Education Program staff on shaping the program's overall priorities in education. Each Program Director will have programmatic and administrative support.

The chief responsibilities and leadership opportunities for the Program Directors include the following:

- Lead the strategic design, development, and implementation of a national grantmaking portfolio in the teaching and human capital management program area or the new designs program area that achieves positive outcomes, advances learning in the field, and shifts attitudes and behaviors. She or he must strive to be an effective grantmaker, evaluating and modifying the strategy, goals, and objectives as necessary. She or he will look for opportunities to collaborate with others on the Education Program team, thinking creatively about cross-programmatic initiatives and other opportunities where it might be fruitful and productive to partner with colleagues.
- Maintain an expert breadth and depth of knowledge in the program area and provide thought leadership in the field. The Program Directors will bring a profound understanding of teaching and learning, effective human capital strategies, and/or innovative approaches to school design, along with national networks, and are expected to contribute to the knowledge in the field by writing reports and disseminating learning generated by the Corporation's work. As part of this effort, the Program Directors will coordinate with the

Corporation's Communications Department to disseminate communications resulting from the grantmaking strategy.

- Cultivate an extensive network of subject matter practitioners, reviewers, and partners from various organizations (i.e. academia, government, think tanks, media, other foundations, etc.) to amplify the attention and resources focused on the work of their respective portfolios. The Program Directors will be responsible for engaging with other leaders in the field around opportunities for strategic partnerships that increase the potential impact of grantmaking and for organizing or hosting convenings that will solidify the community and increase collaboration among groups working in these territories.
- Contribute to a collaborative working environment that capitalizes on the skills and expertise of the entire Corporation team and reinforces the intersections across its work in educational improvement. The Program Directors will identify synergies and opportunities for innovative collaboration between programs to further the Corporation's support for systemic change. She or he should promote cross team learning and develop new practices and approaches to support teamwork, collaboration, and communication.
- Represent the Corporation effectively in a range of external settings (e.g., public speaking, publishing articles and books, moderating panel discussions). The Program Directors will communicate the strategic direction and particular funding interests to various audiences internally and externally, ensuring that the Corporation effectively communicates the scope of the issues in education, systemic challenges that impede progress, and promising evidence of new pathways.
- Oversee the quality of recommended grants in the program area and the outcome-focused evaluation of grants. She or he will take appropriate and calculated risks within the articulated strategy; assess project outcomes, including progress against performance metrics and longer-term results; and make appropriate and timely judgments. The Program Directors need to maintain the appropriate balance between innovation and shorter-term measurable impact.
- Ensure the administrative needs of the program areas are met, and develop and manage the staff. She or he should be an effective coach and developer of high performing talent.
- Provide advice and counsel to the Corporation's President and Vice President on program area and field of expertise and present to the Board of Trustees as needed.

## **THE IDEAL CANDIDATE**

The positions call for confidence and creative vision, highly developed intellectual and emotional intelligence, strength in outreach and collaboration, outstanding communication and managerial skills, and a demonstrated commitment to equity and excellence in public education and the Corporation's mission. The successful candidate may come from school system leadership, a foundation, government, higher education, or a nonprofit education reform organization. Grantmaking experience would be beneficial but is not required.

The successful candidates will bring many of the following professional qualifications and experience and personal qualities:

### **Professional Qualifications**

- Ten or more years of senior-level experience in education system leadership, philanthropy, non-profit leadership, public policy, and/or government; well-developed national networks of education leaders and human capital experts;
- A proven track record of incubating new ideas, leading strategic implementation and measurable change in an organization whose primary mission is the improvement of educational outcomes for urban students;
- Recognition as a subject matter expert in human capital management, school design, and/or teaching and learning as demonstrated by one's accomplishments including established networks, convenings, publications, and similar contributions; familiarity with STEM education and/or a broad strategic understanding of the many ways educational technology can impact teaching and learning is desirable;
- Strong strategic thinking skills and an ability to translate creative ideas into action with a long-term outcome and positive impact; keen analytic and intellectual abilities;
- Success in leading large-scale systemic change, including the initiation and development of organizational partnerships to facilitate change; a track record of working in close and effective partnership with others;
- Management experience with proven results, including productive implementation of large budgets and supervision of a small team of professionals;
- Strong planning and organizational skills; a record of demonstrating patience and persistence with a disciplined process, but also a willingness to be flexible;
- Outstanding communications skills and the inclination and ability to represent the Corporation in a credible and influential way as a spokesperson and ambassador; superior writing ability and excellent presentation skills; savvy with digital communication;
- Team effectiveness, strength in group dynamics and culture, organizational savvy, and the ability to use constructive communication and political skills in cooperative and diplomatic ways to work with staff at all levels of the organization;
- Experience in philanthropy partnering with grantees and other foundations in supportive and productive ways and/or experience as a grant-seeker with a sense of best practices in philanthropy;
- An understanding of, and successful experience with, the ways in which policy can be an effective tool for spotlighting critical issues and pushing a change agenda forward;

- A terminal degree in a relevant field is preferred; and
- A willingness to travel and represent the Corporation in various settings.

### **Personal Qualities**

- Commitment to Carnegie Corporation's mission and to successfully executing its strategic objectives;
- High level of ethics and integrity; alignment with the Corporation's core values, and principles;
- Ability to make complex, multi-dimensional decisions in a mission-driven, strategic organizational environment;
- A willingness to take risks, to advocate for new ideas and to learn from mistakes along the way;
- Strong interpersonal skills and a collaborative style, with a highly developed capacity to work with a broad array of internal and external stakeholders and partners; openness and a willingness to listen;
- Deep commitment to the values of equity, diversity and inclusiveness; and
- Entrepreneurial spirit and drive, a high level of energy and inventiveness, and a sense of humor.

### **TO APPLY**

Isaacson, Miller, a national executive search firm, has been retained by Carnegie Corporation to assist with these important searches. Inquiries, nominations, referrals, and resumes with cover letters should be submitted in confidence to the below.

Rebecca Swartz, Principal  
Katie Rockman, Senior Associate  
Isaacson, Miller  
263 Summer Street  
Boston, MA 02210

For Teaching and Human Capital Management: [www.imsearch.com/5417](http://www.imsearch.com/5417)  
For New Designs and K-12 Pathways in Urban Education: [www.imsearch.com/5434](http://www.imsearch.com/5434)

*Carnegie Corporation is an Equal Opportunity Employer for all qualified job applicants without regard to race color, religion, national origin, ancestry, sex, age, marital/partnership status, disability, sexual orientation, gender identity, and any other attributes protected by law. The Corporation abides by all applicable rules and regulations in its recruiting and employment practices, including the Americans with Disabilities Act (ADA) and state disability laws.*